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INTELLIGENCE COMMUNITY STAFF

Executive Registry

84 - 1823

26 April 1984

John,

The good news is OT&E's candor in paragraph 2 and the last sentence of paragraph 9. The bad news is that I don't know how you and Bill can allow all the self-incriminating and organizationally debilitating attitudes and resignations of paragraphs 4 and 5 and "if possible" condition in paragraph 6.

If these conditions had existed over the Agency's first 20 years, you could not have succeeded to where you are now.

No magical solutions offered because there are none, just tough choices.

Warm personal regards,

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## Executive Development in the CIA

## Executive Summary

- 1 — Executive development is a problem of growing proportions in the Agency, requiring the immediate and continuing attention of top management to ensure that the CIA will continue to have leadership of the highest quality.
- 2 — Many executives consider the Senior Officer Development Program as currently constituted ~~as the best~~ possible approach to selecting, training, and developing an executive force that will enable the CIA to meet traditional standards of excellence. *honest*
- 3 — Because of the diversity in functions and experience of the various directorates, a more systematic Agency-wide program for executive development, entailing cross-directorate rotations, would be difficult to implement and generally is not acceptable to the career services. *THAT'S the problem NOT the answer*
- 4 — The range of developmental needs is reflected in the large number of key executives at or near retirement age, the relative youth of others, and the number with less than ten years of Agency experience.
- 5 — Complicating this picture is a trend toward greater specialization in some directorates, and the reduced opportunity for junior officers to serve in assignments outside their basic career services. ~~Our next leaders are not likely to have the breadth of experience of those currently in SIS-3 and SIS-4 positions. Opportunities for such assignments and changes in career among officers at the GS-15 and SIS-1 level are increasingly rare.~~ *Just Not Acceptable*
- 6 — To be most effective as an executive, an Agency officer's career should include a progression of challenging developmental assignments in his/her basic career service, ~~and if possible~~ at least one assignment outside that service to broaden his/her Agency perspective. These on-the-job experiences should be complemented by internal and external training courses to help familiarize officers with concepts and techniques that can help him/her perform effectively at the executive level. Such preparation can help the officer make the shift to an executive perspective, and enhance his/her competence at managing complex intelligence activities. *Complete surrender.*
- 7 — After considering various training options, including no internal executive training program, and given the diversity of developmental needs found in the career services, the Executive Development Staff of OT&E recommended a flexible training program, comprising a core course to be attended by all officers on their initial appointment to an SIS-level position, supplemented by a series of specialized, elective seminars and mini-courses open to all officers in executive positions. That program was approved by the Executive Committee on 31 August 1983.
- 8 — The new executive core course, to be held 13-28 February 1984, will focus on those skills which are in the purview of most Agency executives, such as dealing with Congress, planning, delegating, preparing a budget, etc. It will encourage an Agency outlook, and help them make the shift to an executive perspective. By limiting the core course to SIS-level officers, we reduce the

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"miss rate" experienced when we attempt to train prospective executives in the larger population of GS-14s and 15s.

- 9 — Our study, although focused primarily on executive training, suggested that in many respects the Agency has not kept pace with other Federal services nor with much of industry in executive development. Too often our best officers can't be spared for assignments intended to provide the breadth of outlook and experience needed by future executives. Training can substitute for some of this, but other initiatives beyond our purview may be in order.

YES!

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